STATE OF GEORGIA
INFORMATION TECHNOLOGY STRATEGIC PLAN
2007 – 2010

Georgia

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PREFACE

The State of Georgia strives to provide our constituents with faster, friendlier and easier delivery of service while giving our employees the tools necessary to enhance business productivity. We are also responsible for the state's information technology (IT) resources. In performing these roles, we must seek ways to maximize the return on our current technology investments.

This State IT Strategic Plan supports the statewide goals established by Governor Sonny Perdue with the formation of the Commission for a New Georgia in 2003 and the Office of Implementation in 2004. Governor Perdue set out to make Georgia the nation's best-managed state with a focus on helping our state grow and making Georgians healthier, safer and better educated.

A best-managed state is able to face economic challenges while innovatively managing their money, people, infrastructure and information. We have developed this strategic plan to focus on and encourage innovative technology, progressive business processes, and sound management practices. The areas of focus are:

1. Security – securing our systems, data and networks
2. Customer Service – creating a lasting positive impression of our people and services
3. Service Delivery – providing market-competitive products and services
4. IT Governance – ensuring that technology projects and current operations are aligned with business objectives and deliver a positive return on investments.
5. Enterprise Collaboration – sharing processes and data between our organizations to deliver value to our customers
6. IT Workforce – attracting, training, equipping, and retaining a skilled workforce

The strategic goals in this plan are designed to focus on IT issues facing the State of Georgia from an enterprise perspective. They are not designed to address specific technology projects currently underway or proposed, nor do they address a specific agency or agenda. These goals are truly strategic in nature and will set the overall direction for information technology for the state.

This strategic plan is a living document. As technology continues to progress and the role of the state continues to evolve, this plan will adjust to reflect those changes. The plan will be reviewed annually and fine-tuned accordingly.

FOCUS: Security

The State of Georgia will secure information and information technology assets from intruders.

ABSTRACT:
The State must secure its IT environment and develop practical and supportable business continuity and disaster recovery plans in response to possible natural disasters, terrorist activities, and attacks on computer networks. The responsibility of information technology security extends beyond general network security and includes protecting information and data in all forms. Threats to privacy and security can come from a variety of sources: hackers, computer viruses and worms, malicious insiders, accidental loss, and natural disasters. Consider some of these alarming trends:

- Theft or loss of a computer or data storage medium, such as a USB memory key, made up 54 percent of all identity theft-related data breaches. (source: Symantec's Internet Security Threat Report Volume XI)
- More than 6 million distinct bot-infected computers were reported worldwide during the second half of 2006, representing a 29 percent increase from the previous period. (source: Symantec's Internet Security Threat Report Volume XI)
- In a series of surveys, the number of respondents identifying themselves as victims of insider electronic crimes has increase from 41% in 2004 to 55% in 2006. (Source: 2006 E-Crime Watch Survey, conduced by CSO magazine, CERT and the U. S. Secret Service). Of 116 incidents investigated by the U. S. Secret Service, 47% involved sabotage, 38% involved fraud and 34% involved information theft.

GOAL:
Protect the confidentiality, integrity and availability of the State's information resources.

OBJECTIVES:
- Provide statewide systems, applications and infrastructure to enable secure information collection, storage, retention and exchange.
- Support the State in its ability to recover all IT services that are critical to business in the event of a disaster or other significant event.
- Build and deploy secure e-government initiatives.

STATE GOALS SUPPORTED:
- Healthy Georgia
- Safe Georgia (Criminal Justice)
- Growing Georgia
- Educated Georgia
- Safe Georgia (Transportation)
- Best Managed State

FOCUS: Customer Service

The State of Georgia is dedicated to improving internal and external customer service to ensure that every person interacting with state government will have a faster, friendlier, and easier experience.

ABSTRACT:
Customer service has become a significant theme in Georgia state government. In October 2005, the Commission for a New Georgia's Task Force on Customer Service recommended easier access to government services, faster processes so customers can get business done quickly, and friendlier service in a customer-oriented culture. In January 2006, Georgia held its first Customer Service Summit. The summit, which included agency heads and deputies from 39 state agencies, focused on the theme "Fast, Friendly and Easy," emphasizing Governor Perdue's plan for the future of state government customer service.

In July 2006, Governor Perdue challenged agency heads and customer service champions from 42 state agencies and offices to begin implementation of customer service improvement plans. Many of the specific recommendations from the customer service task force use technology as an enabler (reduce number of contacts, implement a virtual call center), and many of the agency customer service improvement plans also rely on technology.

GOAL:
Assure faster, friendlier, easier delivery of government services, based on customers' needs.

OBJECTIVES:
- Increase scope, quality, availability and usability of electronic services for all customers.
- Foster partnerships between state and local government agencies to provide seamless services to constituents.
- Effectively market available services and how to access them.

STATE GOALS SUPPORTED:
- Healthy Georgia
- Educated Georgia
- Safe Georgia (Criminal Justice)
- Safe Georgia (Transportation)
- Growing Georgia
- Best Managed State

FOCUS: Service Delivery

The State of Georgia will provide products and services that are competitive in cost, quality, and sustainability.

ABSTRACT:
Today's business environment moves quickly and has become more productive and competitive, and state government must keep up. Technology has been, and remains, the enabler of improvement, innovation and progress. Managers must maintain control over expenses while continuing to provide quality services to their customers. It is a delicate balance, but one that competitive organizations face every day. By focusing on delivering services to customers, we can create results that meet or exceed service level expectations at a cost that is competitive with the marketplace.

GOAL:
Deliver market-competitive IT products and services.

OBJECTIVES:
- Improve the cost and quality of IT products and services while meeting agreed-upon service levels.
- Develop public-private relationships (enterprise wide preferably) to provide market-competitive IT products and services.
- Increase efficiency and cost savings through innovative uses of existing and new technologies.

STATE GOALS SUPPORTED:
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FOCUS: IT Governance

The State of Georgia will ensure that technology projects are aligned with business objectives and deliver a positive return on investments.

ABSTRACT:

Georgia is committed to being a good steward of the taxpayers' money. The focus of IT managers is evolving from providing a commodity service to strategic partnering so that IT investments generate real business value and limit potential risks. This will allow agencies to focus on the technology operations specific to their constituents' needs.

The financial involvements of all organizations are under scrutiny, especially those entrusted with public monies. Organizations must embrace IT governance - a structure of relationships and processes that helps achieve the enterprise's goals by adding value while balancing risk versus return. Robust IT governance will provide enterprise-level and agency-level executive leadership with the framework for establishing, deploying, and managing IT policies, resources and architectures. This will create efficiencies by eliminating unnecessary duplication, focusing resources on the right investments and ensuring successful delivery on IT programs and projects.

GOAL:

Improve the governance of State IT decision making, investment and implementation.

OBJECTIVES:

- Develop and implement portfolio management and oversight processes at the enterprise and agency levels.
- Formulate IT life cycle management guidelines (define, design, develop, deploy, support).
- Improve project management practices, tools and execution to ensure efficient, effective and appropriate use of state, federal and local funds.
- Improve efficiencies in enterprise-wide IT procurement processes and contracts.

STATE GOALS SUPPORTED:

- Best Managed State

FOCUS: Enterprise Collaboration

The State of Georgia will provide the necessary tools to coordinate services, empower workers and enhance services offered to citizens.

ABSTRACT:

All agencies are being asked to provide more services with fewer resources, and the need to improve collaboration across the enterprise has never been greater. The State of Georgia must seek opportunities to integrate related functions and business processes. This collaboration will save money, increase the quality of our service offering, and increase the scope of service.

In the face of terrorism and natural disasters, cooperation and collaboration are essential in protecting our constituents. "Siloed" data that are independently designed and managed present a major barrier to a collaborative environment. Collaboration across all agencies and all three branches of government is key to government's ability to respond effectively to fast-paced events. All authorized government personnel must have immediate, real-time access to data that may originate in several different agencies or reside in different databases.

GOAL:

Increase effective and efficient use of State IT assets through forums that promote opportunities for interagency collaboration, interoperability and resource sharing.

OBJECTIVES:
- Share data, knowledge, and services easily across all boundaries of government.
- Promote IT solutions that support common business processes across the enterprise.
- Leverage enterprise architecture to take advantage of emerging trends and support IT initiatives.

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FOCUS: IT Workforce

The State of Georgia will attract, support, train, recognize and retain a high-functioning information technology workforce.

ABSTRACT:

The right people are critical to the successful implementation of the State's IT strategy. Many agencies are facing a significant challenge attracting, retaining, and motivating a high-performing IT workforce because they are in direct competition with the private sector. The fast-approaching retirement of state government workers from the "baby boom" generation exacerbates the problem. This translates into the loss of critical skills, knowledge and IT leadership.

To overcome these obstacles, Georgia must strengthen its current technological workforce and create an environment that attracts well-trained, high-quality professionals. Georgia must also recognize the changes in the workforce today and offer options to support differing career expectations. We must commit to supporting a flexible work environment, providing a broad range of staff development and training, and recognizing and rewarding diligent and competent staff.

GOAL:

Attract, support, recognize and retain an engaged, high-performing technological workforce.

OBJECTIVES:
- Improve attraction and retention of critical skills within the State's IT workforce.
- Improve IT workforce knowledge and skills through training and development opportunities.
- Increase workforce flexibility through mobility, teleworking and flex-work initiatives.
- Improve the overall workforce knowledge, skills and productivity in the use of technology

STATE GOALS SUPPORTED:
- Best Managed State

FUTURE STEPS: Where do we go from here?

The State of Georgia has positioned itself as a great state to live, work and play; now we are working to become the best-managed state in the country. Technology is a tool to enhance our current offerings and capabilities. Given the struggle between limited fiscal capacities and rising public expectations, advanced technologies provide tools to help government leaders achieve their goals.

The driving forces behind the decision to implement a particular technology should be the same as any other business decision: savings, productivity, customer service and competitive advantage. This document should serve as a starting point for agencies to ensure that all existing and future projects meet the goals and objectives needed to move the State forward.

Agencies will be using this strategic framework to develop their own IT strategic plans that are also linked to their agency strategic plans. These plans will be compiled as an addendum to this plan later.

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